

A STUDY OF EMPLOYEE WELL BEING WITHIN A NATIONAL PARK

EXECUTIVE DEVELOPMENT

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ABSTRACT

Grand Canyon National Park is considered a world class national park. It employs over 500 employees in a variety of job opportunities ranging from backcountry ranger to computer programmer. Recently, the park had experienced a high number of employee transfers, retirements, and perceived low morale. This has been coupled with a change in top management and recent termination of an employee bargaining unit. The problem: Job satisfaction has never been quantified and no baseline measures exist to determine employee satisfaction and well being.

The purpose of this research project was to determine current trends in key values of employee well being and satisfaction. A descriptive research method was utilized to answer the following research questions:

1. What are the key values of employees?
2. Do employees feel the organization and top management support those values?
3. What are the common factors that affect employee well being, job satisfaction and motivation?
4. How do employees view top management as leaders?

The procedures used to complete the research consisted of a literature review of job satisfaction facets, review of exit interviews, and survey of 250 employees of the park.

The results of the research substantiated the research of others with quality of work life values surrounding challenging work, sense of accomplishment, clear goals and direction, effective communication, and a work environment that fosters trust risk-taking and open communication. However, employees feel many of these factors are missing in

their work place. Personal values of a safe community, good home, privacy and a healthy balance between work and home life were ranked as most important.

The recommendations of this research project included the development of an action plan to be spearheaded by an employee-centered action team. Continued monitoring and future evaluation of job satisfaction facets were also recommended.

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INTRODUCTION

In the past three years, Grand Canyon National Park has experienced a high number of employee transfers and retirements. This was coupled with a change in top management and the termination of an employee bargaining unit. Low employee morale has been attributed to employee issues of dissatisfaction, lack of leadership, work overload and stress. One problem facing top management is that no assessment measures exist to determine employee satisfaction and well being. If an organization is to be effective, management must have benchmarks of measurements of employee satisfaction from which to judge organizational improvement.

The purpose of this research is to determine the current levels and trends in key measures of employee well being and development. This includes identifying work factors that influence the satisfaction and dissatisfaction of employees and employee's view of leadership and management of the park. This study incorporates and descriptive research. The research questions are:

1. What are the key work values of employees, both at home and at the work site?
2. Do employees feel the organization and top management support those values?
3. What are the common factors that affect Grand Canyon National Park employees well being, satisfaction, and motivation?
4. How do employees view top management as leaders?

BACKGROUND AND SIGNIFICANCE

Grand Canyon National Park employees over 500 people in diverse work experiences ranging from backcountry rangers to computer specialists. Employees work in a variety of work sites and locations spread throughout the one million-acre park. The majority of employees are required to live within the park, in government housing. This forms a community of 2000 residents combining government and concession employees. A K-12 school district is located within the boundaries of the park, with community amenities such as a bank, grocery store, and restaurants.

A superintendent (Senior Executive Service-SES), deputy superintendent and senior executive team manage the park. The Senior Executive Team, known as SET, is comprised of division chiefs representing the divisions of Interpretation, Visitor and Resource Protection, Maintenance, Science Center, Administration, Planning Team (I-Team). A Unit Manager supervises the North Rim as an interdivisional unit, due to its geographical isolation. He reports directly to the Superintendent and Deputy Superintendent. This position also serves on the SET team. Both the Superintendent and his Deputy supervise the executive group as a team. Mid-level management is also formed into a team, known as the Leadership Action Team. Their mission is to identify issues impacting the work units and develop strategies for improvement. Such issues have included housing, risk management, supervision and leadership issues.

In 1995 the park entered into a contract with a federal employees bargaining unit, American Federation of Government Employees (AFGE) after a majority of employees voted to be represented by such a bargaining unit. The bargaining unit represented all

non-managerial, non-supervisory employees with the exception of professional job series. This unit represented approximately 300 employees. In 2000 a group of employees filed a petition to disband the bargaining unit. That petition resulted in a vote to the membership at large. The bargaining unit was voted out by 1 vote. (personal communication, Ann Izard, Human Resource Specialist, December 20, 2001).

Both the Senior Executive Team and Leadership Action teams recognized that the events surrounding the establishment and dissolving of the bargaining unit were to be taken seriously. One outcome of discussions from these leadership teams was the need for employee input and inclusion. Executive management had envisioned that along with the SET and LAT teams, that a third tier, an employee driven team should be formed. However the existence of the bargaining unit prevented such a team from forming. (personal conversation with Ann IZARD, December 19, 2001). In 2001, with the encouragement of the SET and LAT management, group of employees formed the WE-ACT group. Their mission is:

“This team will serve as an information clearing-house and provide proactive communications among all Grand Canyon national park employees. In order to promote equality, fairness and an improved quality of work life we will endeavor to enhance understanding between management and employees through interaction with various organizations, committees and work units”(WE-ACT Mission Statement,2001).

Grand Canyon National Park presently has not conducted employee quality of work life studies in recent history. An exit survey was developed in 2001 but has only had limited success. This study is important to both park management and employees in that it will begin to benchmark those key work satisfaction indicators and identify areas

of needed improvement. Secondly it will begin a feedback mechanism for employee's concerns that need to be recognized and addressed. The results of this research will be used by the WEACTION team to provide further action on improving the quality of work life.

This Applied Research Project (APR) correlates with three units of the executive development course. The first is the unit of collective bargaining. One stated objective is to explore problem solving in labor management relations' issues. The second is in the Study Unit of Organizational Culture in which one of the stated objectives is to identify three characteristics of the organizational culture. The unit describes culture as the product of two sources; the assumptions (values and beliefs) that leaders founders and employees bring with them to the organization and the actual experiences of people within the organization adapting to the internal and external environments. This study will provide a foundation of information on core values and beliefs from the workforce of Grand Canyon National Park and begin to give the new and existing leadership of the park a view of the organizational culture of Grand Canyon.

Lastly, and probably most important is the unit on Service Quality, in which the Malcolm Baldrige National Quality Award is evaluated and provided as an example of performance excellence. The Baldrige National Quality Program is recognized as a national standard in business and organizational excellence. The Baldrige Criteria of Performance Excellence includes assessment of leadership, information and analysis, business results, strategic planning, human resource focus, customer and market focus and process management (National Institute of Standards and Technology, 2000). Organizations have used this national standard for either self-assessment or as a first step in applying for the Malcolm Baldrige National Quality Award. The Baldrige Criteria

for Performance Excellence recognizes that an organization's success depends increasingly on the abilities, skills, and motivation of its employees. It addresses these needs in all seven of its Categories with special emphasis on Leadership, Strategic Planning and Human Resources Focus (NIST, 2001)

In reviewing the Human Resource Focus, the self-assessment is divided into three categories. They are work systems, employee education, training, and development and employee well being and satisfaction (NIST, 2001).

Within the third criteria, employee well being and satisfaction, the self-assessment questions ask to “describe how your organization maintains a work environment and an employee support climate that contributes to the well being, satisfaction and motivation of all employees”(NIST, 2000). The Criteria further defines the needs for an organization to determine the key factors that affect employee satisfaction, well being, and motivation. Specific factors such as effective employee problem or grievance resolution, safety factors, employee views of management, training and development, employee changes in technology or the work organization, workload factors, benefits, communication, job security and equal opportunity. (NIST, 2000).

This project assesses employee satisfaction factors in the workplace. This research supports the theory that a win-win paradigm may be at play for both the executive management and their employees when the organization provides a satisfying work environment. By win-win paradigm, the study refers to the emerging pattern of business strategy and operations that benefits employees by focusing on improving the quality of work life, thereby increasing organization effectiveness and productivity. Employees are more satisfied, skilled and talented employees are retained, and morale is

improved, thus resulting in improved job performance and outputs. These employee qualities are especially important in a service-delivery government organization such as the National Park Service.

LITERATURE REVIEW

The literature review focused on the four research questions:

1. What are the key work values of employees?
2. Do employees feel the organization and top management support those values?
3. What are the common factors that affect employee well being, job satisfaction and motivation?
4. How do employees view top management as leaders?

Defining Key Values of Employees

Much research has been conducted on establishing key work values or quality of work life. Job satisfaction is the degree in which employees are content with their jobs and work. Some people enjoy work and find it to be a central part of their life. Others hate to work and do so only because they are required to. More studies have been done to understand job satisfaction than for any other variable in organizations (Spector, 1997; Hopkins, 1983; Cranny, Smith & Stone, 1992)

Lau and May (1998) defines quality of work life as the favorable conditions and environments of a workplace that support and promote employee satisfaction by providing rewards, job security and growth opportunities. Positive results of quality of work life have been supported by a number of previous studies, including increased business productivity and profitability, improved job satisfaction, promoting cooperative efforts between employees and employers, (Lau & May, 1998; Neely, 1999; Cranny et al.

1992). Lau and May (1998) further defined key values of job security, better reward system, higher pay, opportunity for growth, participative groups, and increased organizational productivity.

Other factors suggested to improve employee satisfaction and retention were found to be an organization that has a fearless culture where risks are taken to improve the organization, job satisfaction exists, opportunities exist for personal growth, having an organization that provides direction and goals, recognition of work, life balance and employee loyalty. (Stum, 1998)

Kenneth Cloke and Joan Goldsmith (1997) in their book, *Thank God It's Monday, 14 Values We Need to Humanize the Way We Work*, believe that in order for employees to feel personal satisfaction in the workplace, we need to humanize the workplace meaning making it a place where human values are upheld. They identify fourteen values that both humanize and empower organization: (1) inclusion, (2) collaboration, (3) teams and networks, (4) vision, (5) celebration of diversity, (6) process awareness, (7) open and honest communication, (8) risk taking, (9) individual and team ownership of results, (10) paradoxical problem solving, (11) everyone is a leader, (12) personal growth and satisfaction, (13) seeing conflict as opportunity, and (14) embracing change.

Ann Hopkins (1983) utilized facet-specific measures of job satisfaction. In her study of state employees from five states, the twenty-three facets studied were: (1) chance to make friends, (2) change for promotions, (3) friendliness and helpfulness of co-workers, (4) opportunity to develop special abilities, (5) convenience of travel to and from work, (6) enough help and equipment to do the job, (7) proper amount of work, (8) enough information to get the job done, (10) work is interesting, (11) freedom to decide

how to get the work done, (12) chance to do the thing I do best, (13) job security, (14) challenging problems to solve, (15) competence of supervisor, (16) responsibilities clearly defined, (17) authority to do my work, (18) adequate fringe benefits, (19) pleasant physical surroundings, (20) seeing the results of my work, (21) enough time to get the job done, (22) freedom from conflicting demands, (23) reasonable working hours.

Do employees feel the organization and top management support those key work values? What does the literature say about shared work values?

In the publication, *Linking Employee Satisfaction to Business Results* author Paula Topolosky stated, “managers must seek ways to make work interesting and less routine; recognize work that is well done, allow employees autonomy in the performance of tasks, and promote those who perform well”(2000, p.63).

Topolosky’s study (2000) indicated that within a business, personal development, involvement and participation, use of employee skill and abilities, promotional practices and opportunities for better jobs were strongly and positively correlated to business results. In applied research for the National Fire Academy, Neely (1999) also found that there existed a strong correlation between fire fighter morale levels and productivity output.

In a 1992 Office of Personnel Management survey of federal employee, when asked about their attitude toward their jobs, 76% said they were generally satisfied. Managerial (GM-13 through GM-15) and supervisory positions (all grades) agreed 82% while lower graded employees (GS 1-6) demonstrated a 72% job satisfaction score. When asked to choose the things that they most valued, federal employees choose a “sense of accomplishment” (59%). This value was shared across all grade levels.

What are the common factors that affect (influence) employee's well being, job satisfaction and motivation?

Robie, Ryan, Schmieder, Parra, and Smith (1998) conducted two studies, which examined the relation between job level and job satisfaction. They concluded that as job level increased so did job satisfaction. Operationalizations of the job level construct and power distance of the culture were the strongest moderators of the relation between job level and job satisfaction. In other words, the more complex the job was and the more value and status the job had in relationship the executive management, the higher the satisfaction level.

Overall job satisfaction is influenced by many factors. Locke (1976) summarized the casual factors in job satisfaction:

1. mentally challenging work with which the individual can cope successfully;
2. personal interest in the work itself;
3. rewards for performance which are just, informative, and in line with;
individuals personal aspirations;
4. working conditions which are compatible with the individual's physical needs
and which facilitates the accomplishment of his work goals;
5. high self esteem on the part of the employee;
6. agents in the work place who help the employee to attain job values such as
interesting work, pay and promotions, whose share basic values and who
minimize role conflict and ambiguity (p. 1328).

Antecedents to job satisfaction have been classified into two major categories, environmental influences and individual factors. Individual factors are those influences

that a person brings to the job (Spector, 1997). Environmental factors include the job characteristics, organizational constraints, role variables, work family conflicts, pay, job stress, workload and control over decision making, work schedules. Personal antecedents of job satisfaction include the personality traits of an individual and their fit with the job, although Spector is quick to acknowledge that quantifying this through research as been difficult. Spector further identifies job characteristics into five core characteristics: (1) skill variety, the number of different skills necessary to do the job; (2) task identity or whether an employee does the entire job or a portion; (3) task significance or understanding where the task fits into the ‘big picture’, (4) autonomy where employees have the freedom to make decisions and take risks, and (5) job feedback.

How do employees view top management as leaders? - What does the literature say about Leadership and Job Satisfaction.

Beer (1966) examined the relationship between leadership, employee needs and expectations, satisfaction and motivation. Beer tested the hypothesis that participative, non-restrictive, and employee centered supervision would lead to higher employee motivation and performance. Leadership was measured using the Ohio State Four Dimensions of Leadership Style model. Scales that measured initiative, self-assurance, and perceived occupational levels measured motivation. Employee needs and satisfaction needs were measured along Maslow’s need hierarchy. Finally, the worker’s expectation of leadership styles was measured by a questionnaire asking employees to describe their ideal leader. Beer’s study found that there was no direct correlation between leadership behavior and motivation. However in the area of needs satisfaction (defined by Maslow), higher order need satisfaction (self-esteem, autonomy, and self-

actualization) was positively related to the participatory leadership styles. The author concluded that the relationship between individual needs, expectations and leadership behavior interact in extremely complicated ways that are difficult to dissect and analyze.

Another study looked at the cross section of State Park staff in Ohio and Tennessee (Smidley, 1985). In this study, which looked at job satisfaction as related to degrees of participative style of management, Smidley found there was a positive correlation between the level of job satisfaction and degree of participative management. Participative style of management produced a higher level of employee job satisfaction than an autocratic style of management. This study refutes the work of Beers (1966) whose previous research found no correlation between style of management and employee job satisfaction. In comparing the studies, similar definitions of leadership style were addressed. The Beer (1966) study was conducted with a private insurance agency while Smidley (1985) surveyed park and recreation employees. One question that arises from these two studies: Is there a difference between the public sector and private sector as to the work place values, especially when assessing organizations such as parks and recreation?

Snizek, Shoemaker, and Bryant (1978) explored job satisfaction and perceived level of bureaucratization of federal park rangers, forest service rangers, and state park rangers. One hundred and twenty randomly selected rangers stationed throughout the western part of Virginia served as the population study. The methodology consisted of a two-hour interview and 10-page questionnaire. The findings of the study demonstrated that federal park rangers were more satisfied with their jobs than were state park rangers or forest service rangers. Another finding of the study was that the perceived

bureaucracy of the agency inversely related to job satisfaction. Snizek et al. concluded that park rangers, whether state or federal, were highly motivated and valued learning new tasks, decision making, having freedom on the job, receiving promotions and rewards but detested rules imposed by top management for which they had little control.

Bruce and Blackburn in their book, *Balancing Job Satisfaction and Performance* (1992) surveyed employees and their manager's behavior. They asked the respondents to report on behavior of their supervisors in terms of their treatment as an individual, helping to solve problems, awareness of job difficulties, communication, frankness, consistency, ability to foster good relations with the work force, encouragement to make suggestions, consistency, and encouragement to seek educational opportunities. The authors found that every one of these managerial behaviors had a statically significant relationship with job satisfaction.

In supporting participative methods of management, Bruce and Blackburn (1992) concluded that “participative methods of management can cross-organizational levels, diffuse the responsibility for results, and compound the information available. When people come together to participate in planning and decision making, that wonderful phenomenon called synergism takes place. The end product is truly greater than any decision that only one person might make.”(pg. 171).

PROCEDURES

A survey was developed for all Grand Canyon National Park employees. The survey consists of 4 parts. The first part consists of 34 job facets, reflecting a variety of workplace values. The second part asked the respondent to rate a variety of workplace

values in their personal importance. The third section asked the respondent to rate a variety of personal and community values, also in terms of relevancy and importance to the respondent. The last section was information on the background of the respondent including length of NPS service, time at Grand Canyon NP, age, gender, work unit, supervisory level and tenure.

Job satisfaction surveys were reviewed from the literature search. Folkman (1998) in his book, *Employee Surveys that make a Difference*, presents the pros and cons of survey format. A 5-point scale was chosen since it allows neutral response. This prevents the participant who is undecided from choosing a positive response or giving the statement or question the “benefit of the doubt”.

The survey was reviewed by the WE-ACT group and approved. 525 surveys were distributed through the inter-office mailing system. A one-week deadline was given. Each survey was accompanied by a introductory explanation printed on bold colored paper. A return envelope was also attached to expedite the return of the surveys. Since a non-captive survey was used in this research, the predicted return rate was estimated at 30 to 40 percent (Folkman,1998)

In order to improve the response rate, a daily e-mail notice was issued to all employees having access to computers. In addition, WEACT members encouraged their work unit employees to participate in the survey.

Limitations

In developing the work facets chosen for the survey, the author of this research selected facets that she felt were relevant to the workforce and supported by the literature.

The WEACTION group provided initial review of the values chosen, but the list of facets is based on assumptions by a small group of employees and may be incomplete.

The author assumes that all respondents answered honestly and from the point of view of their individual work units.

In including the background information, the surveys may have given the impression that individuals could be identified, especially if they represent a small demographic work group, e.g., the only female having worked in the Division of Visitor and Resource Protection for over 15 years (author). This may influence the answers provided or result in incomplete survey

The last limitation of this research is that statistical analysis of the data could not be done. Only raw data and percentages are reported. In reviewing the raw data, quantification of the data, in terms of inferential statistics, has not been provided.

Definition of Terms

NPS: National Park Service, a bureau within the Department of Interior

WEACTION Team: Employee steering group with representation from all work units

Senior Executive Team (SET): Comprised of all Division Chiefs, Management Assistant and Deputy Superintendent

Leadership Action Team (LAT): Mid-level managers, Branch Chiefs and second line supervisors

RESULTS

Of the 525 survey distributed to all employees, 254 were returned to the author. Four had no answers or were too incomplete to be included in the tally results. 250

surveys were included in the data collection. Of the 525 surveys distributed, current employees working during the timeframe is less than 500 since many seasonal and furloughed employees are gone. Therefore the 250 surveys represents over 50% return rate. This exceeds the author's expectations and average statistical return rate for a non-captive survey method (Folkman, 1998).

Many of surveys were incomplete. Respondents appeared to choose not to answer specific questions. The background information section had the highest non-response where approx. 30% of the surveys were not completed. This is most likely the result of fear of loss of anonymity by the respondent as identified in the limitations. As a result the background information is not included in the data analyzed.

Overall, seventy five percent of the respondents were satisfied with their jobs and felt that coming to Grand Canyon was a good career move.

Research Questions Answered

What are the key work values of employees, both at home in at the work site?

All of the workplace values listed in this survey were ranked as either important or very important. Values that received over one hundred points were the values of having goals and direction, work challenges, career counseling, being recognized and rewarded, having a sense of accomplishment in work and the ability to speak openly and honestly with supervisors. Supervisor's professional behavior, communication and morale of the work group were also high-ranking values (Figure B11 & Figure B12).

Values of job security and work environment also ranked as important or very important. These values included, leave benefits, health and life benefits. Work conditions, job stress, flexible schedule also rated as important (Figure B14)

Elimination of sexual harassment and improved diversity rated as important. Conversely, these values received the highest numbers of respondents ranking the values as not important or only somewhat important (Figure B13).

In responding to the Part One of the survey where thirty-four workplace facets are provided the following categories of job satisfaction were identified:

Mission and Direction:

In this category eight statements were provided, asking the respondent to rate their level of agreement. The statements dealt with the park providing goals and direction for the workforce and level of employee involvement in the strategic planning of the work unit. The results reflect ambiguity amongst the workforce where the majority of the group surveyed either disagreed, were neutral or somewhat agreed with the statements, indicating employees are unclear as to the park's goals and direction. Employees were very positive in their attitudes toward their work and effort and felt their values were a good fit with the National Park Service (Figure B1).

Relationship with Co-workers/Respect:

In the category of co-worker interaction, respect and morale, the majority (49%) strongly agreed with the statement that "people here at Grand Canyon show respect for one another regardless of rank and title". In assessing the overall morale of the workforce, 46% of the respondents either agreed or strongly agreed that morale of their work unit was good (Figure B3).

Personal Growth and Reward

58% of the respondents either agreed or strongly disagreed that Grand Canyon NP offers a wealth of challenges. This was coupled with a similar strong showing (56%) that

the challenges of the job are demanding yet doable. However the respondents were not as affirmative when about use of their individual skills and abilities. The same holds true for the statement, “I am paid what I am worth”. The results are across the board, with the majority either strongly disagreeing or agreeing.(Figure B4)

Supervision:

Six job facets were included in the category of supervision. Overall the respondents were either neutral or agreed that the supervision in their work unit was positive, reflecting good communication, use of coaching and recognition and fairness in the workplace (FigureB5).

Risk-Taking

Here the respondents clearly felt that the organization did not provide an environment where employees were encouraged to be empowered. 54% of the respondent either strongly disagreed or disagreed with the “just do it” mission –driven empowerment. Risk taking in the name of improvement and innovation also received a lackluster response. On a positive note, 44% of the respondents agreed that they participate in the decision-making of their work unit (Figure B7).

Trust:

In responding to the statement, “I have confidence and trust in the organization”, most respondent were neutral on the facet (29%). 43% either agreed or strongly agreed with the statement, while 28% either strongly disagreed or disagreed (Figure B8).

Balance between Work and Home:

Overwhelmingly the respondent agreed that they balance work and home life. This also had a strong correlation as an important value in their work and personal lives (Figure B9).

Communication:

Again the respondents clearly disagreed with the statement that “Everyone is kept in the information loop”. 69% of the respondents disagreed indicating a lack of communication (Figure B10).

Community Values

Community values identified as very important by the employees were: (1) living in a safe community, (2) having a comfortable home, (3) privacy, (4) balance between work and home. Also important in community values were (5) living away from the “urban” environment, (6) nearby medical facilities, (7) being part of a “community and neighborhood”, (8) varied educational opportunities and (9) park social gatherings.

Good schools and childcare received the most distribution between least important to most important. This value most likely reflects specific demographics of the workforce involving families and children.

Do employees feel the organization and top management support those values?

There exists general agreement between all employees, both supervisors and employees that workplace values are shared. The workplace values of goals and objectives were rated as very important by all respondents, yet when asked whether goals and objectives were guiding the park, the majority of the workforce were ambivalent as to management’s ability to provide direction. Lack of trust and confidence in the

organization also reflected employees' attitudes about leadership and direction of the park.

What are the common factors that affect Grand Canyon National Park employees well being, satisfaction and motivation?

Based on the survey results and value ratings, common factors of employee satisfaction were: (1) challenging work with which the skills, ability and talent of the employee are utilized but not overwhelmed; (2) goals and direction set by management that were understood and included a shared vision by all employees; (3) employees see the product of their efforts; (4) have a sense of accomplishment and understand how their work fits into the big picture; (5) supervisors that help employees attain their job values, function as coach and mentor and welcome open communication and risk-taking.

Since the park environment also provides a sense of community for park employees, values that clearly were important to the respondents were living in a safe community, feeling part of a "community", and having a comfortable home with some semblance of privacy. All employees value maintaining a balance between work and "having a life".

How do employees view top management as leaders?

In analyzing job satisfaction facets and the rating of workplace values, employee clearly feel that goals and objectives are not clearly stated and do not drive the work being performed. Communication between management and employees is lacking. Trust and confidence in the organization and top management is also lacking.

DISCUSSION

Grand Canyon employees were generally satisfied with their work environment. Overall job satisfaction (75%) is comparable to the OPM survey of federal workers (76%) (OPM,1992). The following job satisfaction factors were important to Grand Canyon employees: (1) challenging work; (2) clear work goals and objectives; (3) work that is in line with individual's personal values; (4) supervisors that provide a working environment that facilitates communication, trust and risk taking. These job satisfaction factors are validated by research (Locke,1976; Spector 1997).

The lack of trust and confidence in management and organization as well as lack of communication between management and employees needs to be addressed. Trust in the work place is a multi-dimensional construct consisting of trusting relationships between co-workers, employee trust of his/her immediate supervisor, top management and direct reports (Costigan, Ilter and Berman, 1998). Costigan et al. further define trust and its relationship with risk-taking: "Trust is the willingness to assume risk while trusting behavior (which involves the assumption of risk) is the consequence of this willingness" (pg. 4). The researchers concluded that the longer one is in the job, the higher the level of interpersonal trust between the employee and that of the supervisor, and top management. In looking at the culture of the National Park Service where movement from park to park is expected in order to advance one's career, the lack of longevity that may exist may in fact create this lack of trust between employee and management. The recent change of top management may also be a plausible explanation for the lack of trust and confidence in management. Employees may still be establishing trust relationships with Division Chiefs and executive management.

David Lee (1996) speaks of trauma in the workplace as coming from a single catastrophic event or from a series of less dramatic stressors that accumulate over time. These stressors include demeaning work conditions, prejudice, unclear work expectations, lack of goals, impossible workloads or abusive treatment by supervisors and peers. These less tangible stressors erode at the employee's sense of security, work values and quality of work life. The less control an employee feels he or she has, the more traumatic the impact. Management setting clear work place goals can enhance giving employees a sense of control over their work. Goals should be obtainable, recognizable and meaningful.

If management wants to develop a cohesive and dedicated workforce, a clear and supportive human resource policy must be in place. Effective human resource programs are the keys to organizational survival. Maintaining a strong employee-oriented culture that provides job security and satisfaction facilitates the hiring and retaining of the best and most productive employees (Lau & May 1998; Neely, 1999).

This research has identified a strong need for the park management to develop a strategic plan where clear goals and objectives have been developed. Those goals and objectives need to reflect the vision and mission of the park. Shared vision between employees and management needs to be communicated. Participative management is correlated with enhanced job satisfaction of employees (Smidley, 1985). Involvement of all levels of employees is encouraged in the development of strategic goals and objectives.

As the park develops its strategic plan, management must recognize and incorporate the community and personal values shared by employees. Housing has

always been recognized as an important value to a park as a recruitment effort whether provided by the government or in the nearby community. These values of a safe community, good homes, privacy and work/life balance are cornerstone to quality of life issues. Grand Canyon NP not only provides a place of work, but also a place to live. Employee “wants” are best summarized by the author Max Depree (1989, pg. 23) who wrote:

“What is it that most of us want from work? We would like to find the most effective, most productive, most rewarding way of working together. We would like a work process and relationships that meet our personal needs for belonging, for contributing, for meaningful work, for the opportunity to make a commitment, for the opportunity to grow and be at least reasonably in control of our own destinies. Finally, we’d like someone to say ‘Thank you’.

RECOMMENDATIONS

Employee surveys generate expectations. Employees expect the results of the survey will increase management’s awareness of problems and thus facilitate needed change as perceived by the employees. Failure of management to make those changes, creates disappointment by employees and dissatisfaction (Folkman, 1998).

Conducting the survey doesn’t create change; instead surveys measure issues that ought to change. Although surveys may measure many issues, organizations should commit to changing only a few. Otherwise the task becomes overwhelming.

The WE-ACT group should serve as the funnel for the development of an action plan that can be developed from the issues and problem areas identified by the research

findings. This is an employee-centered group that is passion driven to improve working conditions of employees. The first step by the group should be to analyze the key issues at presented in this research. Next, identify key issues that can be worked on. Report research findings to various focus groups. These groups should include executive management, Senior Executive Team (SET), Leadership Action Team (LAT), and focus groups of employees, either intra or interdivisional. Facilitate discussion on key issues that can be resolved and receive feedback on those issues, which cannot. From these focus groups, WE-ACT should develop an action plan for organizational improvement and timeline, working closely with SET and LAT in terms of strategic planning initiatives. The process should be monitored and evaluated at a later date.

The Senior Executive Teams efforts at strategic planning need to go forward. The development of this effort in providing management direction will enhance employee satisfaction. Employees, at all levels need to be part of this process.

If Grand Canyon National Park is to be a world class organization, befitting of a Baldrige National Quality Award, working toward these efforts will improve the overall effectiveness of the organization and create a human resource valued work place.

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Appendix A

SURVEY RESULTS

PART ONE

Please rate the following statements 1= strongly disagree, 2=somewhat disagree, 3= neutral, neither agree nor disagree, 4 = agree, 5= strongly agree. Answer from the point of view of your work unit

1. My job here at Grand Canyon has been good and coming to this park was a good career move	6	19	36	94	87
2. I spend my time on work that are relevant to the mission of the NPS	9	17	35	96	92
3. The impact of my work and effort is positive.	5	12	32	114	85
4. The NPS is truly mission-driven as opposed to rules-driven.	35	67	81	50	15
5. Employees understand and are invested in goals and objectives that serve as a meaningful, down to earth complement to the vision of the park.	32	67	80	53	18
6. Goals, objectives, and other direction-setting elements are routinely used by management to shape what employees do and how they do it.	30	72	73	58	16
7. Employees at all levels are involved in developing and updating the vision, goals and objectives of the park.	75	70	51	45	3
8. People here at Grand Canyon show respect for one another regardless of rank and title.	42	58	59	75	12
9. Employees are considered to be equally important, and actions back this up.	51	55	65	52	18
10. Work expectations are explained to me and understood.	20	33	49	97	43
11. When employees want to get things done, they can move forward without any prerequisite hoop-jumping. The old mantra of "ask for permission" is replaced with "just do it.-as long as it fits our mission.	65	65	68	37	9
12. Everyone is kept in the information loop.	82	91	43	33	9
13. Good judgement is used in applying rules.	37	55	79	59	14
14. Grand Canyon National Park offers a wealth of challenges to employees who want them.	19	28	56	93	48
15. The challenges are demanding yet doable.	12	36	63	99	39
16. Risk-taking in the name of improvement and innovation is strongly encouraged.	45	69	72	43	20

17. My present job makes good use of my skills, abilities, and talent.	22	37	27	97	62
18. I take responsibility for my own personal development.	20	14	25	97	88
19. I have confidence and trust in the organization.	31	39	72	65	43
20. There is an organizational obsession with helping colleagues be successful.	53	62	78	36	21
21. There is a prevailing sense that “we’re in this together”.	51	70	65	49	15
22. My supervisor knows when to get involved and when to stay out of the way.	38	57	59	62	34
23. When supervisors get involved in day-to-day work, they coach and facilitate rather than tell people what to do.	31	32	71	80	36
24. When conflicts occurs in the workplace they are confronted by management and mitigated	37	54	82	59	16
25. People feel there is a good fit between their own values and the values of the NPS	24	41	94	69	16
26. Employees are encouraged to participate in decisions affecting their work.	18	58	61	76	33
27. I am paid what I am worth	52	45	55	66	32
28. Although each division might have their own goal we all remain united by a single, overarching organizational mission.	37	66	54	70	23
29. There is life after work.	13	18	20	69	130
30. There exists a balance between my work and the rest of my life. I don’t believe in a 365/24/7 work ethic	7	20	33	79	107
31. There is adequate recognition of my accomplishments by my supervisor(s)	28	23	47	82	67
32. My supervisor works well with their co-workers.	17	23	58	79	68
33. There is a widespread feeling that work and fun can go hand in hand.	20	40	60	89	39
34. The overall morale of my work unit is good	29	37	44	88	51

Table A1. Survey Results Part One

Part Two

Workplace values

Rate the following on a Scale of 1 to 5 1= not important to me, 2=somewhat important to me, 3= neutral, 4 = this is important to me, 5 = this is VERY important to me

Having goals & objectives that guide the direction of my work	7	8	29	63	138
Fairness of performance appraisals	4	4	26	16	126
Distribution of special achievement awards/cash awards.	9	11	65	73	92
Challenges within my work performance	0	0	31	95	123
Management's commitment to improving diversity	28	28	29	48	82
Management's commitment to alleviating sexual harassment	18	19	26	72	93
Counseling for work, personal or family problems	18	26	35	68	71
Availability of information about the NPS	13	25	69	77	66
Leave/Health/life insurance benefits	1	5	25	75	127
Having a flexible work schedule	6	5	35	68	119
Work conditions, e.g. space, furniture, equipment	1	13	44	72	111
Communication between upper management and employees	2	3	31	86	113
Leave benefits	4	1	17	88	137
Career Counseling	7	22	46	66	99
The amount of job stress	7	9	45	72	109
Having a sense of accomplishment in my work	0	2	15	50	165
Ability to speak openly and honestly with supervisor	1	0	4	37	182
Supervisor's professional behavior	1	2	16	65	153
Morale of the work group	1	0	20	65	143

Table A2. Survey Results-Part Two

Community and Personal values

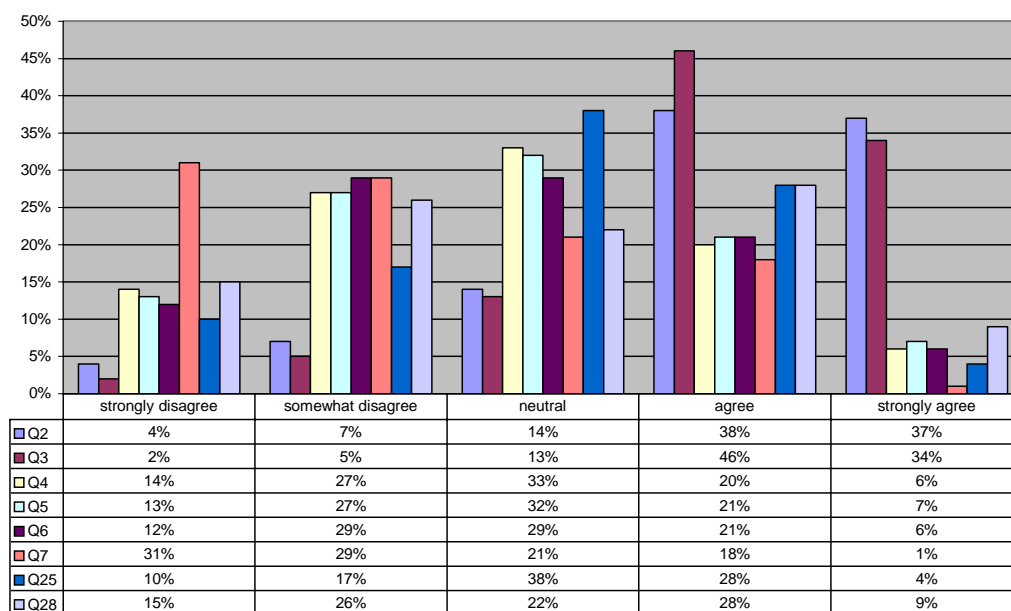
Rate the following on a Scale of 1 to 5 1= not important to me, 2=somewhat important to me, 3= neutral, 4 = this is important to me, 5 = this is VERY important to me

Living in a safe community	0	7	11	60	161
Being part of a community and “neighborhood”	15	12	53	98	61
Having a comfortable home	5	4	21	79	133
Living away from the “urban” environment	16	11	47	75	98
Privacy	6	12	28	84	119
Good school and child care facilities nearby	42	16	61	38	70
Cultural activities (theatre, arts)	34	30	58	76	52
Varied educational opportunities	13	17	49	77	62
Recreational clubs	31	25	62	72	45
Park social gatherings	36	11	56	78	63
Nearby medical facilities	6	3	40	79	93
Balance between work and family	7	12	18	46	154

Table A3. Survey Results- Part Three

Appendix B

Mission & Direction



Q2 – I spend my time on work that is relevant to the mission of the NPS

Q3 - The impact of my work and effort is positive

Q4 - The NPS is truly mission-driven as opposed to rules-driven

Q5 - Employees understand and are invested in goals and objectives

Q6 - Goals, objectives and other direction-setting elements are routinely used by management to shape what employees do and how they do it

Q7 - Employees at all levels are involved in developing and updating the vision, goals, and objectives of the park

Q25- People feel there is a good fit between their own values and the values of the NPS

Q28 – Although each division might have their own goals, we all remain united by a single, overarching organizational mission.

FigureB1. Specific facets concerning park mission and direction

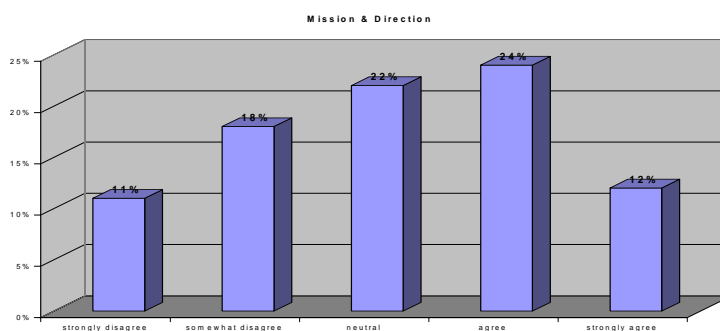
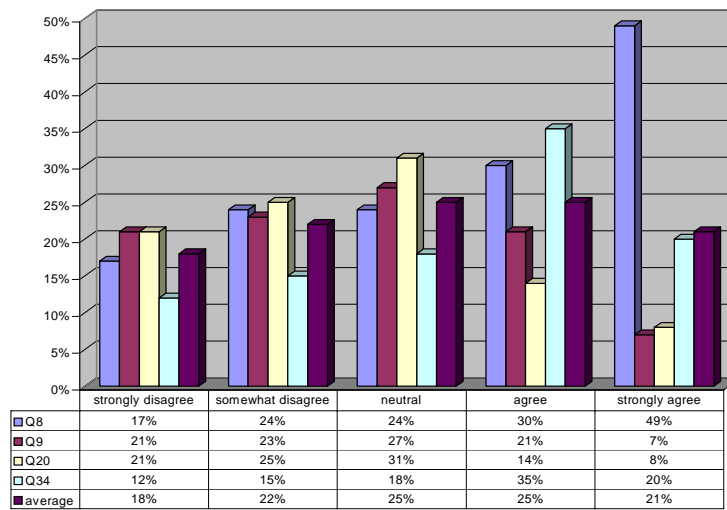


Figure B2. Average of facet statements related to mission and direction



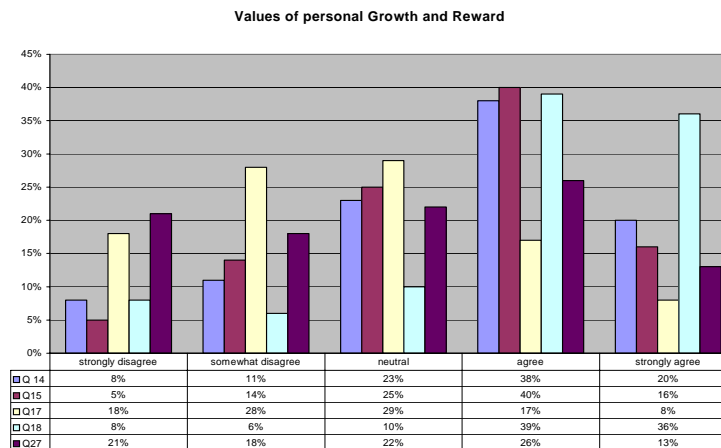
Q8- People here at Grand Canyon show respect for one another regardless of rank and title

Q9 – Employees are considered to be equally important, and actions back this up.

Q20- There is an organizational obsession with helping colleagues be successful

Q34 – The overall morale of my work unit is good

Figure B3 – Facets relating co-worker interaction, respect and morale



Q14- Grand Canyon National Park offers a wealth of challenges to employees who want them

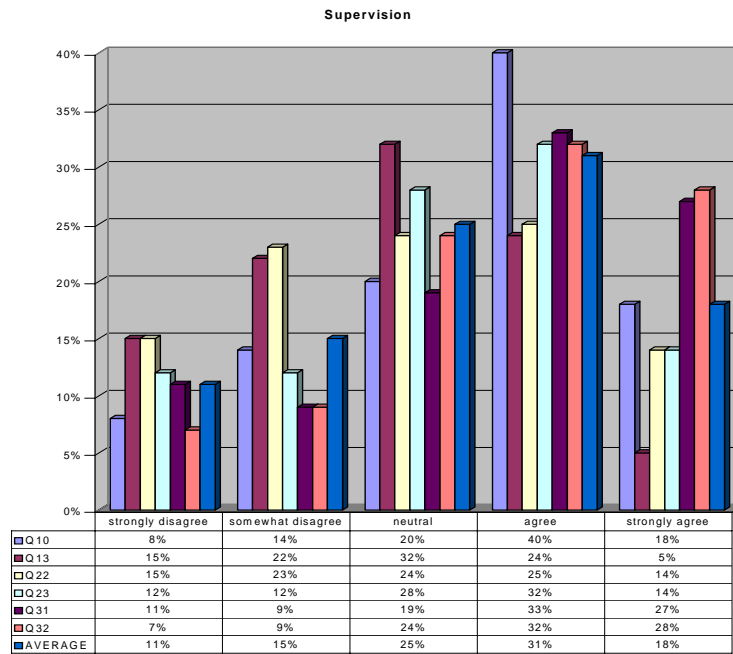
Q15- The challenges are demanding yet doable

Q17 – My present job makes good use of my skills, abilities, and talent.

Q18 – I take responsibility for my own personal development

Q27 – I am paid what I am worth

Figure B4 – Facets regarding values of personal growth and reward



Q10 – Work expectations are explained to me and understood

Q13 – good judgement is used in applying rules

Q22 – My supervisor knows when to get involved and when to stay out of the way

Q23 – When supervisors get involved in day- to –day work, they coach and facilitate rather than tell people what to do

Q31 – There is adequate recognition of my accomplishments by my supervisor(s)

Q32 – My supervisor works well with their co-workers

Figure B5. – Facets regarding supervision

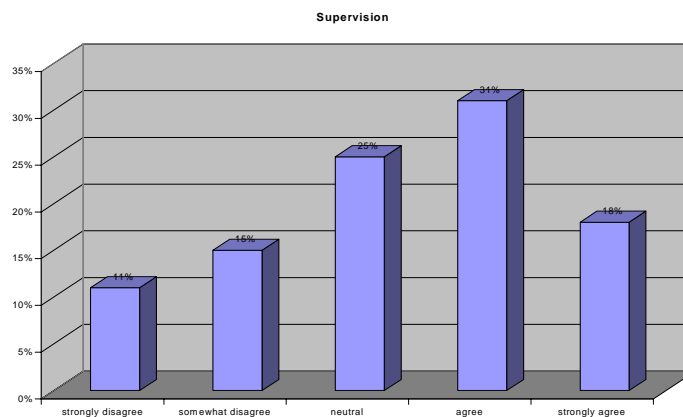
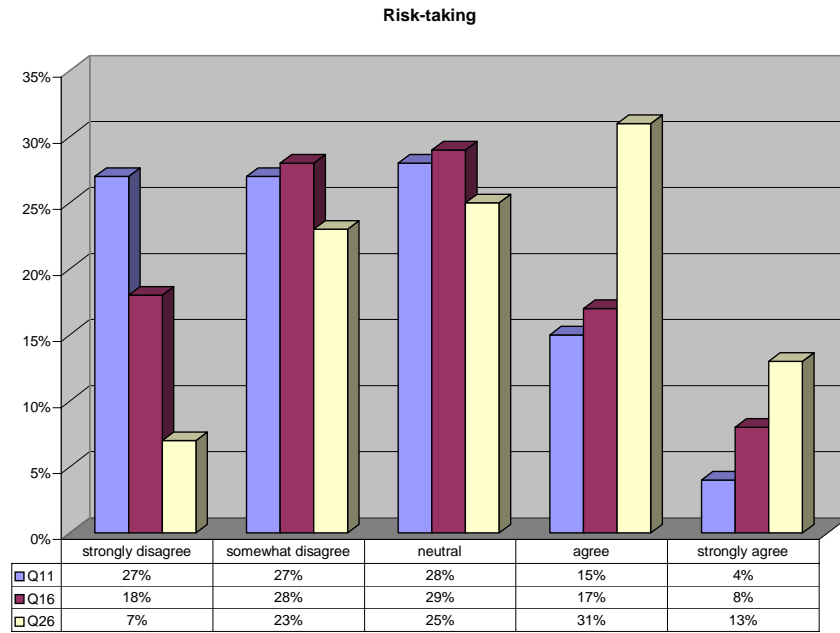


Figure B6 – Average attitude toward supervision in the workplace

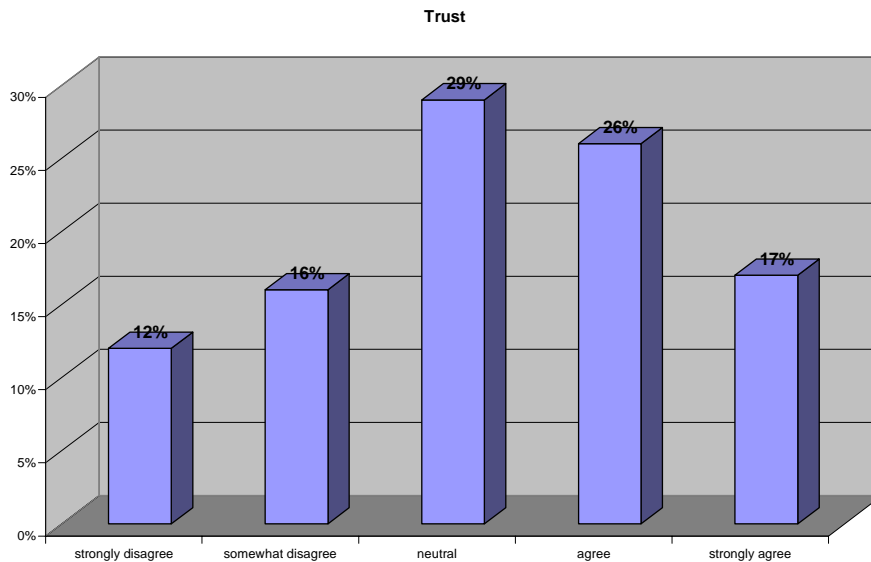


Q11- When employees want to get things done, they can move forward without any prerequisite hoop jumping. The old mantra of “ask for permission” is replaced with “just do it, as long as it fits our mission.

Q16 – Risk-taking in the name of improvement and innovation is strongly encouraged.

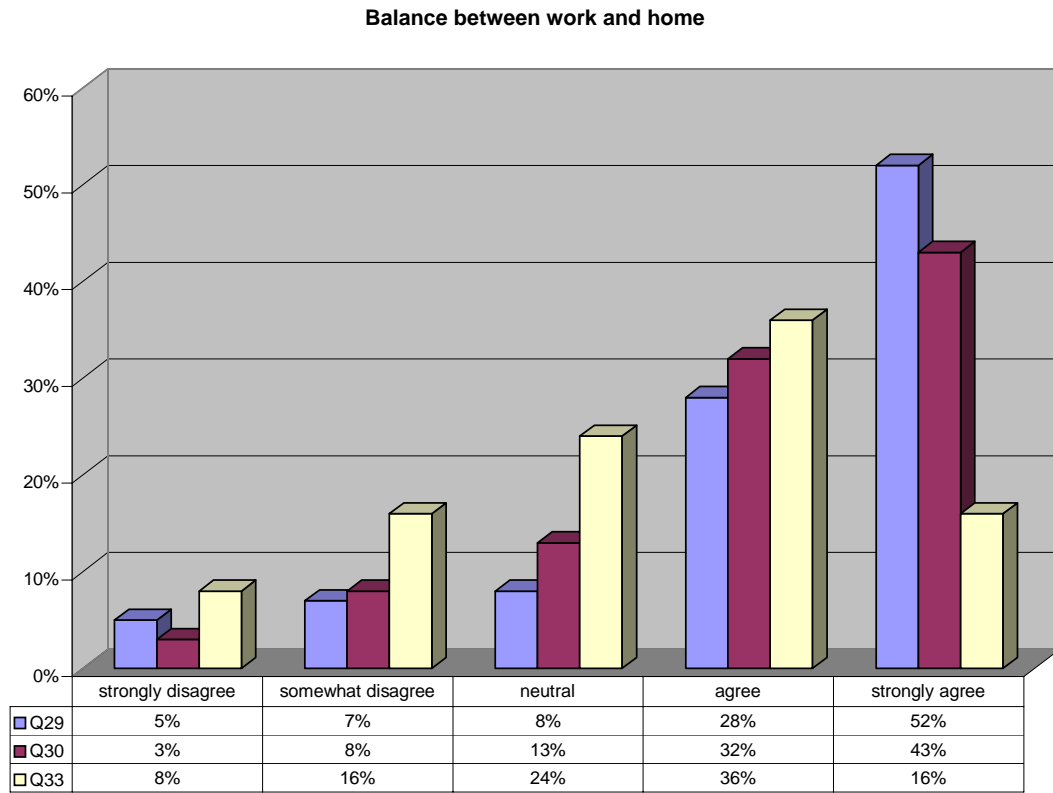
Q26 – Employees are encouraged to participate in decisions affecting their work

Figure B7 – Facets of Risk-Taking.



Q19 - I have confidence and trust in the organization

Figure B8 – Facet of trust in Grand Canyon National Park

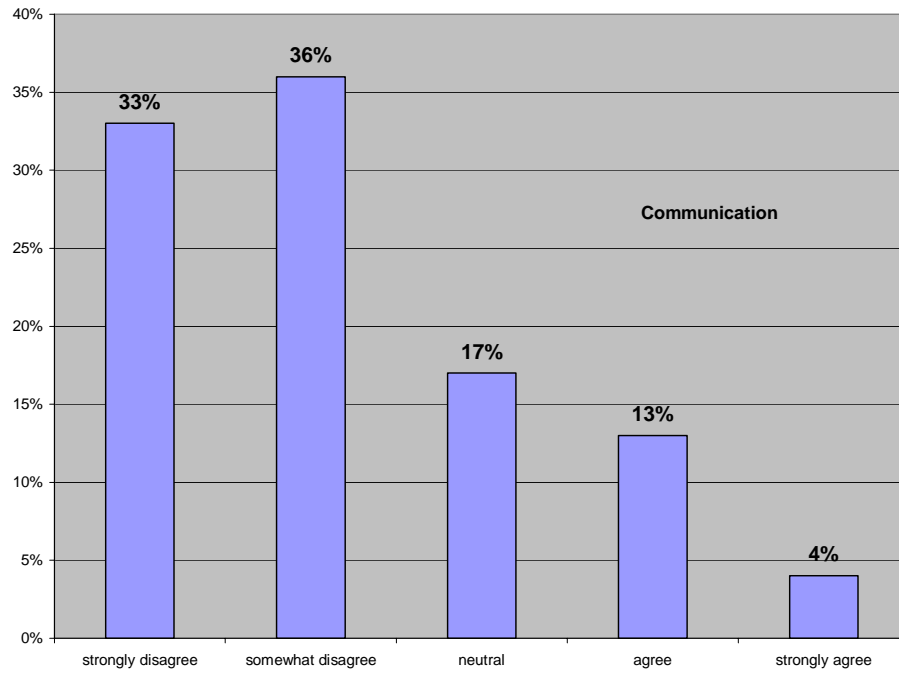


Q29 - There is life after work

Q30 – there exist a balance between my work and the rest of my life. I don't believe in a 365/24/7 work ethic

Q33 – There is a widespread feeling that work and fun can go hand in hand

Figure B9 – Facets of life/work balance



Q12 – Everyone is kept in the information loop

Figure B10 – Facet on communication within the park operation

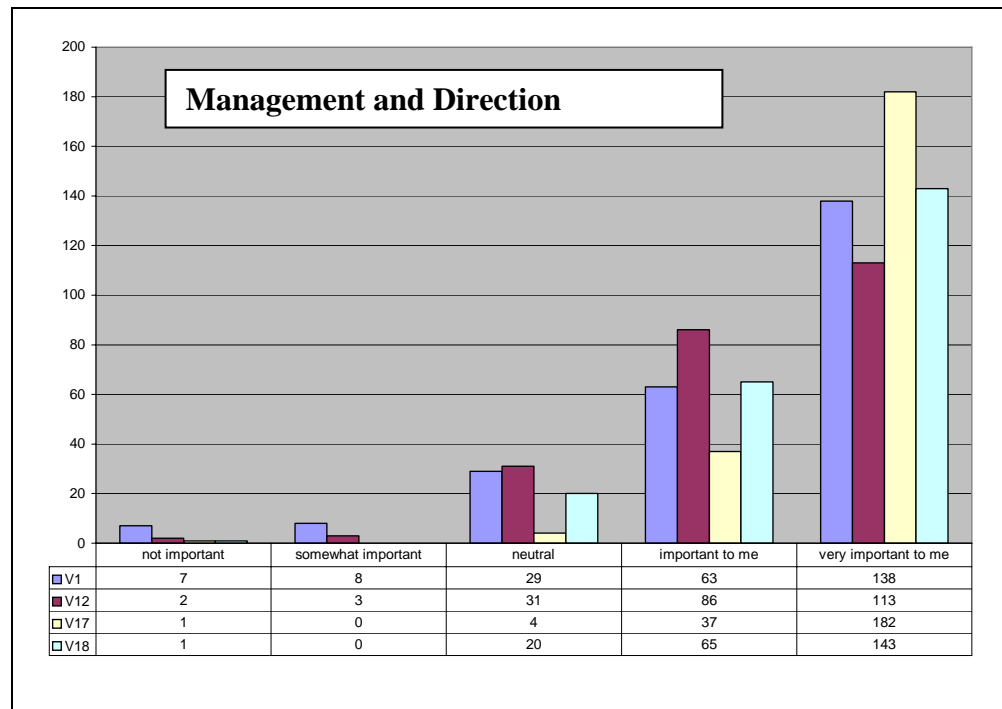


Figure B11 WORKPLACE VALUES – MANAGEMENT AND DIRECTION

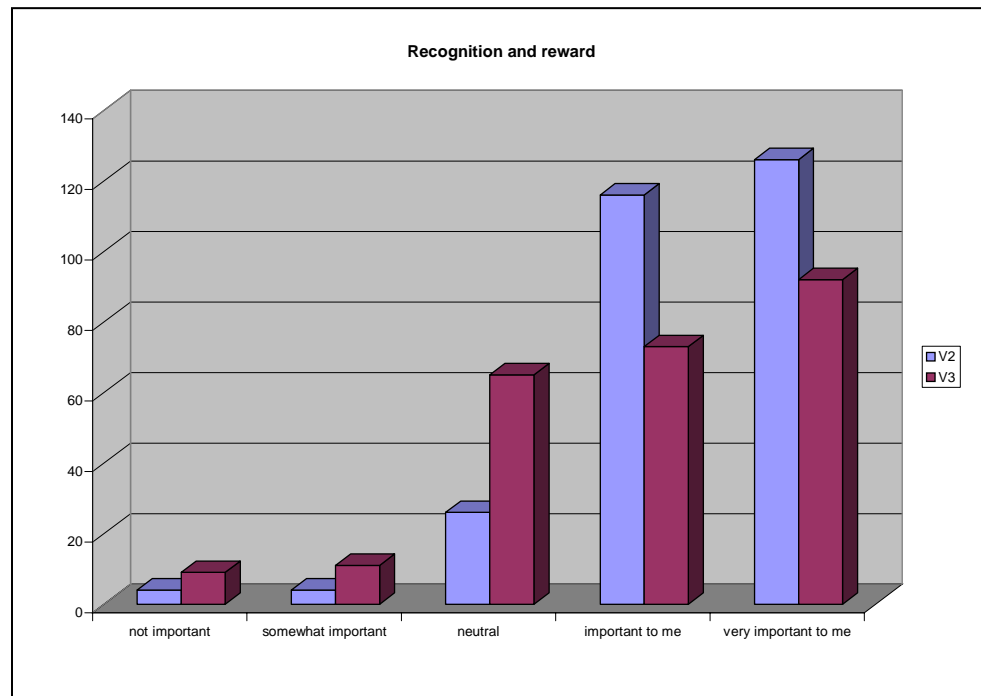


Figure B12 – WORKPLACE VALUE – RECOGNITION AND REWARD

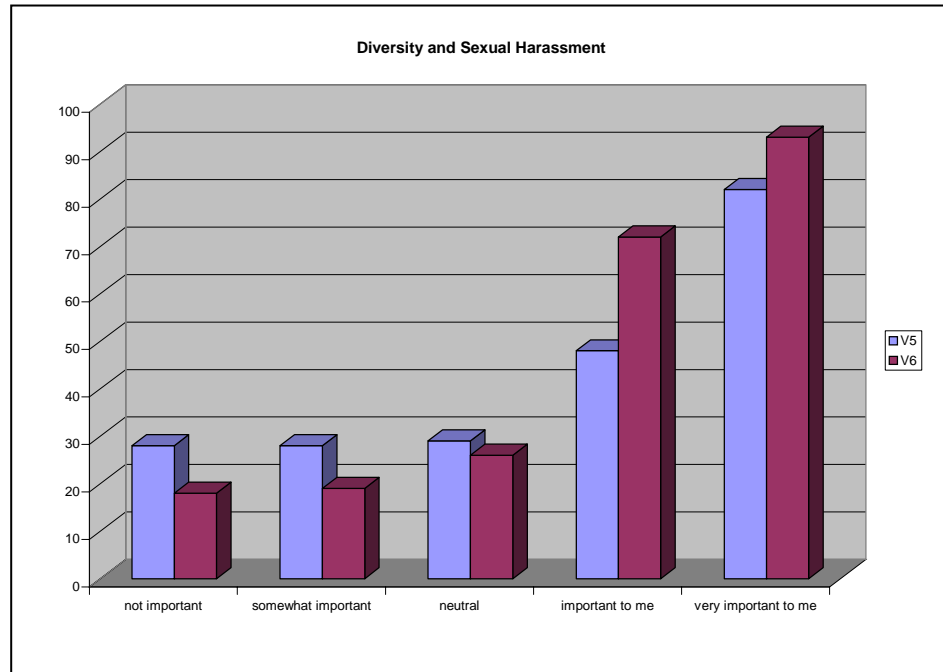


Figure B13 – WORKPLACE VALUES – DIVERSITY AND ELIMINATION OF SEXUAL HARASSMENT

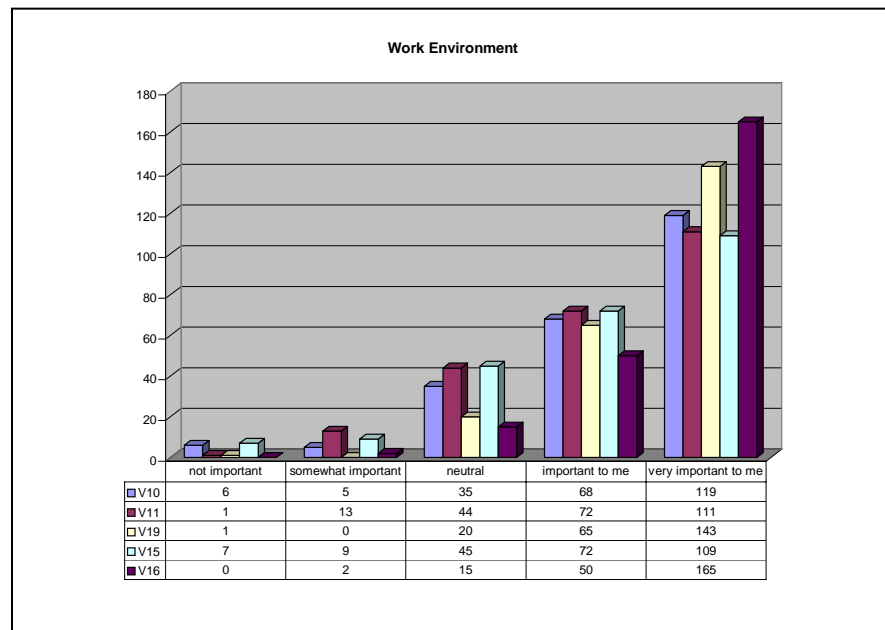


Figure B14 – WORKPLACE VALUES – WORK ENVIRONMENT

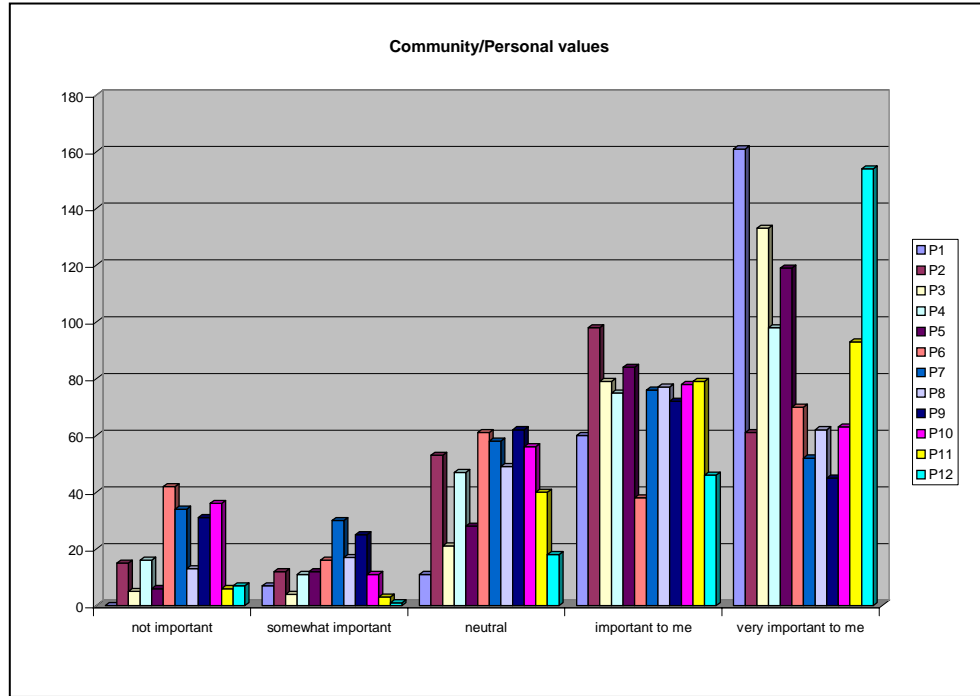


Figure B15 –COMMUNITY AND PERSONAL VALUES

APPENDIX C

EMPLOYEE SURVEY

Sherrie Collins is conducting this survey as part of an executive development research paper and in conjunction with the WEACT group. All data obtained from this survey and subsequent research will be given to the park and the WEACT group. Your honesty in this survey is important. **All surveys will be anonymous**

Please rate the following statements 1= strongly disagree, 2=somewhat disagree, 3= neutral, neither agree nor disagree, 4 = agree, 5= strongly agree. Answer from the point of view of the respondent.

1. My job here at Grand Canyon has been good and coming to this park was a good career move	1	2	3	4	5
2. I spend my time on work that are relevant to the mission of the NPS	1	2	3	4	5
3. The impact of my work and effort is positive.	1	2	3	4	5
4. The NPS is truly mission-driven as opposed to rules-driven.	1	2	3	4	5
5. Employees understand and are invested in goals and objectives that serve as a meaningful, down to earth complement to the vision of the park.	1	2	3	4	5
6. Goals, objectives, and other direction-setting elements are routinely used by management to shape what employees do and how they do it.	1	2	3	4	5
7. Employees at all levels are involved in developing and updating the vision, goals and objectives of the park.	1	2	3	4	5
8. People here at Grand Canyon show respect for one another regardless of rank and title.	1	2	3	4	5
9. Employees are considered to be equally important, and actions back this up.	1	2	3	4	5
10. Work expectations are explained to me and understood.	1	2	3	4	5
11. When employees want to get things done, they can move forward without any prerequisite hoop-jumping. The old mantra of “ask for permission” is replaced with “just do it.-as long as it fits our mission.	1	2	3	4	5
12. Everyone is kept in the information loop.	1	2	3	4	5
13. Good judgement is used in applying rules.	1	2	3	4	5
14. Grand Canyon National Park offers a wealth of challenges to employees who want them.	1	2	3	4	5
15. The challenges are demanding yet doable.	1	2	3	4	5
16. Risk-taking in the name of improvement and innovation is strongly encouraged.	1	2	3	4	5
17. My present job makes good use of my skills, abilities, and talent.	1	2	3	4	5
18. I take responsibility for my own personal development.	1	2	3	4	5
19. I have confidence and trust in the organization.	1	2	3	4	5
20. There is an organizational obsession with helping colleagues be successful.	1	2	3	4	5
21. There is a prevailing sense that “we’re in this together”.	1	2	3	4	5
22. My supervisor knows when to get involved and when to stay out of the way.	1	2	3	4	5
23. When supervisors get involved in day-to-day work, they coach and facilitate rather than tell people what to do.	1	2	3	4	5
24. When conflicts occurs in the workplace they are confronted by management and mitigated	1	2	3	4	5
25. People feel there is a good fit between their own values and the values of the NPS	1	2	3	4	5
26. Employees are encouraged to participate in decisions affecting their work.	1	2	3	4	5
27. I am paid what I am worth	1	2	3	4	5

28. Although each division might have their own goals, we all remain united by a single, overarching organizational mission.	1	2	3	4	5
29. There is life after work.	1	2	3	4	5
30. There exists a balance between my work and the rest of my life. I don't believe in a 365/24/7 work ethic	1	2	3	4	5
31. There is adequate recognition of my accomplishments by my supervisor(s)	1	2	3	4	5
32. My supervisor works well with their co-workers.	1	2	3	4	5
33. There is a widespread feeling that work and fun can go hand in hand.	1	2	3	4	5
34. The overall morale of my work unit is good	1	2	3	4	5

WORKPLACE VALUES

Rate the following on a Scale of 1 to 5 1 = not important to me, 2=somewhat important to me, 3= neutral, 4 = this is important to me, 5 = this is VERY important to me

	Rate 1-5		Rate 1-5
Having goals & objectives that guide the direction of my work	_____	Leave benefits	_____
Fairness of performance appraisals	_____	Career Counseling	_____
Distribution of special achievement awards/cash awards.	_____	The amount of job stress	_____
Challenges within my work performance	_____	Having a sense of accomplishment in my work	_____
Management's commitment to improving diversity	_____	Ability to speak openly and honestly with supervisor	_____
Management's commitment to alleviating sexual harassment	_____	Supervisor's professional behavior	_____
Counseling for work, personal or family problems	_____	Morale of the work group	_____
Availability of information about the NPS	_____		
Leave/Health/life insurance benefits	_____		
Having a flexible work schedule	_____		
Work conditions, e.g. space, furniture, equipment	_____		
Communication between upper management and employees	_____		

Community and Personal Values

Rate the following on a Scale of 1 to 5 1 = not important to me, 2=somewhat important to me, 3= neutral, 4 = this is important to me, 5 = this is VERY important to me

	Rate 1-5		Rate 1-5
Living in a safe community	_____	Cultural activities (theatre, arts)	_____
Being part of a community and "neighborhood"	_____	Varied educational opportunities	_____
Having a comfortable home	_____	Recreational clubs	_____
Living away from the "urban" environment	_____	Park social gatherings	_____
Privacy	_____	Nearby medical facilities	_____
Good school and child care facilities nearby	_____	Balance between work and family	_____

Personal background

Age () between 16-20, () 21-30 years, () 31 – 40 years, () 41-50 years () 51-60 years () 61-70 years

Gender () male () female

Total years in NPS () 1-5 years, () 5 – 7 years, () 8 – 10 years, () 10- 15 years, () 16-20 years () over 20

Total years at Grand Canyon () 1-3, () 4 –6 , () 7- 10, () 10 –15, () over 15 years

Where do you work () Maintenance, () Interpretation () Administration () Visitor & Res. Protection () Science Center, () Concessions & Superintendent's Office Staff () I – Team

Are you a supervisor () yes () no Tenure: () Permanent () seasonal () Term